

Engaging and Motivating The Utility Sales Department

(Um, you mean we have a sales department?)

Jim Burke
Senior Product and Service Coordinator – Greenergy
Sacramento Municipal Utility District
6301 S Street, MS A451
Sacramento, CA 95817-1899

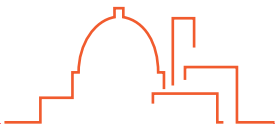
916.452-3211
jburke@smud.org



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Probably Not

- Most of us can't afford professional sales teams.
- We've had to work through other managers to build an environment where selling green power is encouraged.



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Agenda

- Cultural context
- How we've encouraged other work groups to help us sell green power
- Program history
- Call center
- Commercial services
- Key accounts
- Swarm selling



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Cultural Context

- Utility cultures can be sales averse.
 - More focused on customer service and information sharing.
- Different skill sets for selling products that cost more rather than incentives or energy savings.
- Any employee can help you sell.
 - 36.1% of our employees claim to know enough about Greenergy to explain it to a customer.



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Our Approach

- Use volunteers rather than conscripts.
 - Rather work with the 20% who want to sell rather than trying to force the other 80% to sell.
- Recognize others for their contributions.
 - CC their management chain.
 - Include contributors and their managers in industry round tables, white papers, interviews and articles.
 - Tangible rewards - dollars, wearables.



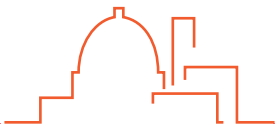
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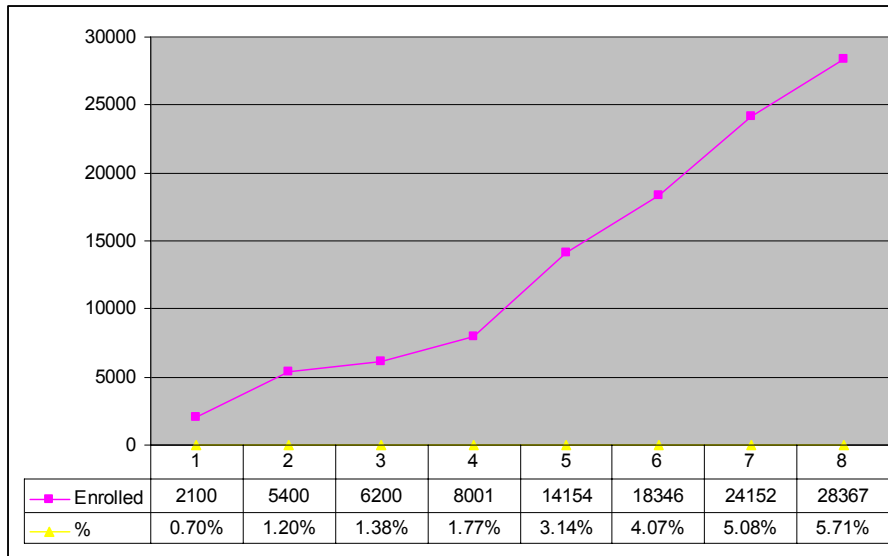
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Our Approach Continued

- Integrate your programs into other department metrics and performance standards.
- Focus on new hires and employees who need to build an internal image.
 - Try to make selling green power a career ladder.



Program History



- Introduced in 97
- Initial marketing mix centered on bill package and awareness efforts
- Stalled 98/99
- Flat rate and 40% match introduced in 99.
- Developed a diversified marketing mix that includes bill package, contact center, retail partnership and direct mail efforts



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Call Center Sales

- Started with a traditional contact center focused only on customer service, largely sales averse.
- We had to acknowledge and support union perspectives.
- There were no formal training programs.
- There was no way to recognize staff for selling.



Contact Center Incentive Details/Evolution

1. **Developed voluntary incentives for top selling reps and team leaders**
2. **Also developed “above and beyond” incentives for customer service for those who didn’t want to sell**
3. **Incentive evolution**
 - First Effort: Lunch with the Program Manager
 - Revision One: Restaurant gift certificate levels (limited choices)
 - Revision Two: Gift Certificates.com (levels)
 - Revision Three: Per sale payment (\$5 after first four sales)

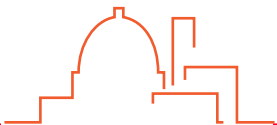
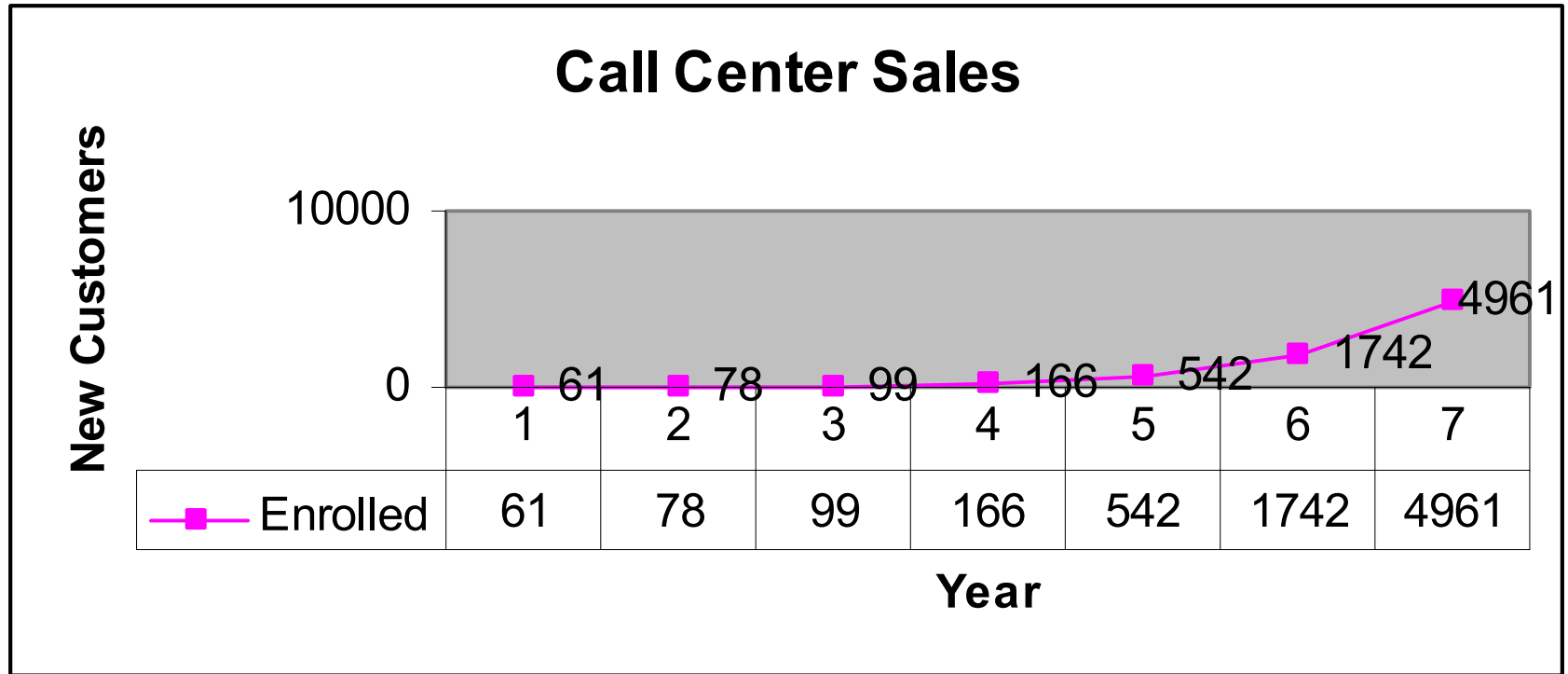


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Results

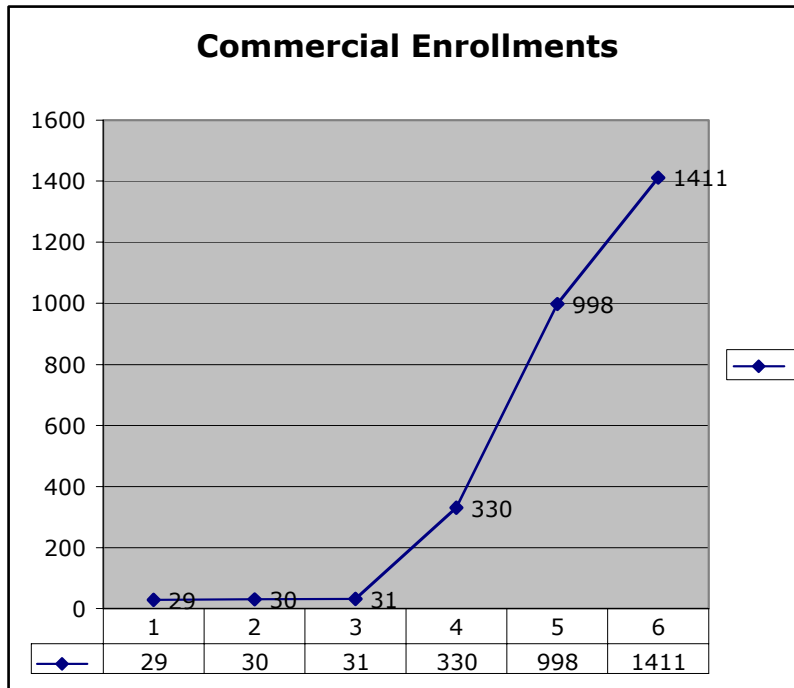


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Commercial Accounts



1. Find champions

- Top selling residential CSR to our commercial work group
- Started to sell almost every day.
- Made it impossible to tell management that businesses would never go green.



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Commercial Accounts

2. Support them with good tools

- Bill inserts
- Paid media
- Pricing tools
- Commercial advertising kits
- Coupon book
- EPA Green Power Partner status.
- Green-E Certification
- SAC BERC recognition - Certified Green Business Program
- Same incentive plans

3. Be seen regularly

- Staff meetings
- At the water cooler
- Joint calls
- Answers to technical questions



Good for Business. Great for the Environment.

Join over 700 local businesses participating in SMUD's Commercial Greenery program to help ensure a healthier environment and brighter energy future.

SMUD will match your company's electricity use with power created from earth-friendly renewable resources like wind and sun.

Plus, SMUD matches 40% of Greenery premiums with investments in new sources of renewable power generation.

In addition to impacting the environment, your company will also:

- ✓ Be acknowledged by SMUD in print advertisements, on smud.org, and with on-site display materials for your business.
- ✓ Receive points for the Sacramento County Business Environmental Resource Center's (BERC) Green Business Program. Contact BERC at (916) **364-4110** or visit sacberc.org.

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Key Accounts

Longer sales cycles, bigger opportunities

- Champions here too.
 - Find folks who are looking to build a reputation for themselves in your company.
 - New hires
 - Select accounts
 - People looking to add a little fun to their job.
 - May need to help them get beyond the energy manager



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Swarm Selling

Ask for help outside of formal sales channels.

- Bring in other contact points to make sure green power is reviewed beyond energy managers at key prospects.
- Example: I often ask my government affairs team to help us get beyond the energy manager for city and state opportunities.



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Thank You!

- Questions?
 - Jburke@smud.org
 - 916.732.5411



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